



LIBRARY OF CALIFORNIA  
2001/02 PLAN OF SERVICE

Regional Library Network: Golden Gateway Library Network

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Contact:

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Name

Title

Authorized signature: Linda D Crowe

Name: Linda Crowe,

Date: 5/22/01

Title: President/CEO

Submit in 5 copies, 1 with original signature, by 4:30 p.m., Friday, May 25, 2001 to:

*Mailing*

Library of California – Plan of Service  
California State Library - LDS  
P.O. Box 942837  
Sacramento, CA 94237

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Library of California – Plan of Service  
California State Library - LDS  
900 N Street, Room 500  
Sacramento, CA 9581  
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**Long Range Plan:**

The Long Range Plan (LRP) submitted by the Golden Gateway Library Network in 2000 continues to be the long range planning guide for GGLN services. The long range plan (LRP) will be revised over the next six months. The following 2001-02 Plan of Service summarizes the relevant LRP objectives (indicated by the code: **LPR**) for each program.

**Membership Support:**

Although the Library of California staff recognizes "that the proposed 2001/02 state budget contains funding to support only partial implementation of the regional library network programs of the LoC", the Golden Gateway Library Network plans to support all of its 145 member libraries and 408 participating libraries that were approved for GGLN membership by the LoC Board before or during its April 26, 2001 meeting. The following program descriptions detail the means by which the GGLN plans to provide each of the six mandated services to its members:

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Program:

**18841. ADMINISTRATION**

- (a) Each regional library network shall establish a regional library council...Duties of the regional network council include overall administrative responsibility for the network, adopting an annual plan of service, assuring the appropriate expenditure of funds, and submitting annual budget proposals to the state board for implementation of the provisions of this article.
  - (b) Each regional network council shall elect from its membership a representative board to carry out its policies.
  - (c) Administration and management of the regional library network shall provide the vision and leadership necessary to perform the functions and deliver the services in a timely and satisfactory manner.
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Describe in narrative form how the Regional Library Network will implement section 18841 (a), (b) and (c) including the following elements (use as many pages as necessary):

**1. Description**

**LPR: Recruit & support eligible libraries participating in the GGLN network**

**LPR: Develop cost-effective coordination of multi-type library programs**

**LPR: Manage member services**

**LPR: Manage regional & member funds & finances**

.....  
The Board of Directors, Council and contract staff will provide the development of the Golden Gateway Library Network including its organization, committee operations, and member services.

# LIBRARY OF CALIFORNIA NETWORK PLAN OF SERVICE

Regional Library Network: GOLDEN GATEWAY LIBRARY NETWORK

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## Costs:

Contract Administrative Services with PLS: primary service area: \$20,000

Linda Crowe: ED; Gail McPartland: Technical Director,

Donna Truong: Business Manager

Administrative Consultant/Secretary:

Planning, Programming, Evaluation: \$40,000

Contract Administrative Support for North Bay field office: \$16,000

Annette Milliron (\$16K)

Web Technician/Consultant (PT) (see also communications  
& training programs)

Clerical Support (PLS/NBC): \$ 54,000

Legal Fees: \$ 5,000

Accounting/Bookkeeping: \$ 14,000

2000/01 Audit: \$ 8,000

Prepare Tax Return: \$ 1,500

Travel, postage, supplies & operations: \$ 22,000

**Total Admin Operations: \$180,500**

## 2. Service Standard(s) and Measures

### Standards:

On going administration and evaluation of all programs will be the responsibility of the Board of Directors and contract staff.

By fall, 2001, a membership recruitment plan will have been put into place to solicit memberships from libraries that would enhance the services provided to members.

By January 2002, the Board of Directors will have developed a financial plan for the on-going operations of the GGLN, including costs of core services and membership support of other services.

By February, 2002, a revised long range plan of service and annual plan of service will be developed by the Board of Directors and adopted by the membership Council. The Plan of Service will be developed by updating the 2001-02 GGLN plan through member surveys and focus groups.

By April 2002, the Council will meet & approve the 2002-03 Long Range Plan, Plan of Service and Budget.

Various committees will be involved in the development and evaluation of the GGLN activities:

Regional Resource Clearinghouse Committee

(identify, recruit & develop unique information resources within the area)

E-Book Consortium

(includes Coll. Development, Contracting & Technical subcommittees)

## LIBRARY OF CALIFORNIA NETWORK PLAN OF SERVICE

Regional Library Network: GOLDEN GATEWAY LIBRARY NETWORK

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Q&A Café (participants in 24/7 virtual reference center)  
Technology/Interconnection Committee  
ILL/Delivery Committee

The various programs and direct member services of the GGLN will be managed by the contract staff.

### Measures:

Quarterly reports will be delivered to members and the State detailing the activities and programs of the Network.

Quarterly financial statements will be prepared and delivered to the Board of Directors.

Quarterly reviews of various service programs will be undertaken by the Board of Directors.

An annual audit (2000-01) & preparation of annual tax report will be prepared.

Minutes of all committee meetings will be posted & distributed to all interested parties.

See below for the program components and evaluations of the various service programs and their management.

### 3. Evaluation

Annually, all members will be surveyed on the services provided to them by the GGLN and ascertain additional services needed.

### 4. Administrative Budget:

Category	LoC	Other: State LoC	Other: Members
1. Personnel			9,000
2. Operations	\$180,500		\$152,000
3. Materials			
4. Equipment > \$5,000			
6. Total	\$180,500	\$ -0-	\$152,000

Other: NBC (20%): \$ 45,000 (includes staff/office/equipment)

PLS (20%): \$100,000 (includes staff/office/equipment)

Board: \$ 9,000 (15 members @ \$50/hr: 4 meeting @ 3 hrs/meeting)

E-book \$ 7,000 (5% of expected revenue from ebook consortium members)

### 5. Service Level:

The Administration program will fully support all 145 GGLN members.

# LIBRARY OF CALIFORNIA NETWORK PLAN OF SERVICE

Regional Library Network: GOLDEN GATEWAY LIBRARY NETWORK

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Program:

## 18842. TELECOMMUNICATIONS INFRASTRUCTURE

Each regional library network shall do all of the following:

- (a) Make available a telecommunications system for the transfer of information and communications among its members.
  - (b) Provide regional communications based upon the most effective methods of exchanging information among its members.
  - (d) Provide online access to the information files, resources, and bibliographic records of its members, which may be accessed regionally and statewide.
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Describe in narrative form how the Regional Library Network will implement section 18842 (a), (b) and (d) including the following elements (use as many pages as necessary):

### 1. Description

**LRP: Interconnect all library automation systems for patron-placed ILL**

**LRP: Provide authentication services for shared electronic resources**

**LRP: Provide communications system for on-going, cost-effective information gathering/sharing among members**

**LRP: Provide technical consultancy for member libraries**

**LRP: Provide ability for members to share bibliographic records regionally**

**LRP: At least 50% of members will be able to attend meetings & training opportunities without traveling more than 25 miles.**

Implement the findings of the 2000/01 Resource Sharing Initiative Study

The following activities will be undertaken:

- Procure a Z39.50 technology for establishing the GGLN virtual union catalog, to be expanded into a standards-based GGLN resource sharing model within the next 2 years if funding and technology allows.
- Establish contractual relationships with existing linked system projects for GGLN members who may wish to participate in one of those projects.
- Establish GGLN-wide mechanisms for ILL/Delivery policies.
- Explore feasibility of making existing linked system projects interoperable.
- Explore the feasibility of a GGLN-wide authentication service for QandAcafe, licensed databases, and other member needs.
- Augment the activities of LoC by providing Z39.50 grants to GGLN members who may need assistance in establishing this service.

# LIBRARY OF CALIFORNIA NETWORK PLAN OF SERVICE

Regional Library Network: GOLDEN GATEWAY LIBRARY NETWORK

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The GGLN Website will be expanded to incorporate:

On-line Member Directory

Newsletter (quarterly)

Calendar of Activities

The GGLN listservs will be expanded to serve the programs of the network. Existing listservs supporting the network:

GGLN@pls.lib.ca.us (serves all members/GGLN Council)

GGLNCouncil@pls.lib.ca.us (serves all members)

GGLNEbooks@pls.lib.ca.us (serves all participants and members interested in ebooks)

Q&Acafelist@yahoogroups.com (serves all participants of virtual reference service)

Reflist@pls.lib.ca.us (will be expanded to serve reference needs of all GGLN members)

Databases will be developed and maintained to serve members:

Directory of Members

Telecommunication sites

Regional resources: a directory of collection strengths & staff expertise

## **Costs:**

Communications: \$60,000

Web Technician/Consultant (part-time) will serve all GGLN communications/db functions: \$40,000

Provide access to telecommunications sites, including upgrading or renting telecommunication sites for use by GGLN members: \$20,000

Telecommunications: \$52,000

Implementation of RSI Recommendations

Z39.50 Grants to member libraries

## **2. Service Standard(s)/Measures**

### **Communications:**

Members will have access to information regarding GGLN services and operations on a regular basis

Members will be able to communicate with other members on like-interest matters

Members will be able to resolve operation problems among those participating in the program.

### **Telecommunications:**

By the end of the year (June, 2002) at least 50% of the membership will participate in one of the existing linked system projects or will be a beta partner for the new GGLN-wide virtual union catalog.

## LIBRARY OF CALIFORNIA NETWORK PLAN OF SERVICE

Regional Library Network: GOLDEN GATEWAY LIBRARY NETWORK

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Members will be able to join together in a virtual web-based catalog

GGLN will create ILL policies for integration of automation systems

A Technology Committee and ILL/Delivery Committee will be created to oversee the development of these policies.

Members will be able to attend virtual meetings and trainings.

GGLN will build access to bibliographic records of electronic & bibliographic resources throughout the region.

### 3. Evaluation

Members will be polled semi-annually on the effectiveness of GGLN communications & how better communication techniques can be developed.

The growth of telecommunications will be monitored throughout the year with the resulting increase of services (for example: patron access to data, ability of members to attend meetings, increase of ILL, etc.)

### 4. Communications/Telecommunications Infrastructure Budget:

Category	Regional LoC	Other: State LoC	Other: Members
1. Personnel			
2. Operations	\$ 212,000	\$350,000	\$ 3,000
3. Materials			
4. Equipment > \$5,000			
6. Total	\$ 212,000	\$350,000	\$ 3,000

*(Note: members will provide matching funds for the creation of bibliographic records for electronic resources.)*

5. Describe whether this budget supports services and funding for all additional members and participating libraries that the region is submitting for approval at the Board's April meeting for membership beginning July 1, 2001.

In 2001-02, GGLN will be able to support the communications program for all members and start-up of the Resource Sharing Initiative. However full implementation of the Regional Resource Sharing Initiative will take additional funding to support all the recommendations of the RSI study. This year, GGLN will provide a basis for future telecommunications and resource sharing services and activities.

# LIBRARY OF CALIFORNIA NETWORK PLAN OF SERVICE

Regional Library Network: GOLDEN GATEWAY LIBRARY NETWORK

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Program:

## 18842. REGIONAL DELIVERY

Each regional library network shall do all of the following:

(c) Provide intra-regional delivery service based upon the most cost-effective methods for moving materials among its members.

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Describe in narrative form how the Regional Library Network will implement section 18842 (c), including the following elements (use as many pages as necessary):

### 1. Program Description:

**LRP: Provide delivery of books and other physical materials to all member libraries on fair and equitable basis**

Now that the GGLN knows the extent of its membership and the geographic distribution of that membership, the network has released a RFP for a transportation/delivery study. That transportation/ delivery study should be underway in April 2001 and is not expected to be completed until June or July 2001. Based upon the recommendations of that study, the GGLN will establish trials and demonstration delivery models, which may include reimbursement formulas.

Models for cost effective delivery: \$52,650

### 2. Service Standard(s)/Measures

The GGLN goal is to have delivery of materials from any library to another library whenever needed, whether daily by larger lenders or infrequently by smaller, special-interest libraries.

The GGLN will take advantage of existing delivery systems whenever possible

### 3. Evaluation

Evaluation will be based upon the success of the network to deliver materials to patrons of the members in a timely and cost effective manner.



# LIBRARY OF CALIFORNIA NETWORK PLAN OF SERVICE

Regional Library Network: GOLDEN GATEWAY LIBRARY NETWORK

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## 4. Delivery Budget:

Category	Regional LoC	Other State LoC \$	Other: PL Members
1. Personnel			
2. Operations	52,650	100,000	\$248,000
3. Materials			
4. Equipment > \$5,000			
6. Total	52,650	100,000	\$248,000

(Note: the public libraries of PLS and NBC contribute \$248,000 in excess of CLSA funding to provide delivery to public libraries in these systems)

## 5. Describe whether this budget supports services and funding for all additional members and participating libraries that the region is submitting for approval at the Board's April meeting for membership beginning July 1, 2001.

Delivery funds may be used to compensate libraries for shipping materials. We will be able to determine the extent of support after review of the Delivery Study Recommendations and a test period using model/s identified in the study.

## 6. (Optional) Estimate the total amount of LoC funds needed to completely implement this service component to all regional members as of July 1, 2001.

Unknown until trials/models are evaluated in fall, 2001

## LIBRARY OF CALIFORNIA NETWORK PLAN OF SERVICE

Regional Library Network: GOLDEN GATEWAY LIBRARY NETWORK

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Program:

### **18845. TRAINING & CONTINUING EDUCATION**

Each regional library network shall provide opportunities for training and continuing education activities that encourage the most effective use of the resources and services authorized under this chapter, and that respond to the needs of its members in the effective delivery of services.

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Describe in narrative form how the Regional Library Network will implement section 18845, including the following elements (use as many pages as necessary):

#### **1. Description:**

- LRP: Establish Regional Clearinghouse of Training Information**
- LRP: Establish Regional Clearinghouse of Training Materials**
- LRP: Establish Regional Training Opportunities**

#### **2. Service Standard(s)/Measures**

Provide a monthly web-based calendar of training activities in the GGLN area.

Provide a library of library-produced database pathfinders & training materials for patrons and staff.

Distribute training materials electronically to members as needed.

Provide a series of Info People workshops on Internet Reference for libraries involved in Q&A café.

Coordinate and offer additional workshops & classes for members on a cost-sharing basis.

#### **3. Evaluation:**

Evaluation of training materials and opportunities will be provided by staff attending the workshops, by staff receiving materials, and by an annual survey of members on usefulness of the services provided.

Gather statistics on number of workshops, number of participants

When possible, evaluate effectiveness of workshops on improving service delivery

# LIBRARY OF CALIFORNIA NETWORK PLAN OF SERVICE

Regional Library Network: GOLDEN GATEWAY LIBRARY NETWORK

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## 4. Training and Continuing Education Budget:

Category	Regional LoC	Other: State LoC	Other: Members
1. Personnel			
2. Operations	\$ 25,000		\$ 12,500
3. Materials			
4. Equipment > \$5,000			
6. Total	\$ 25,000		\$ 12,500

5. Describe whether this budget supports services and funding for all additional members and participating libraries that the region is submitting for approval at the Board's April meeting for membership beginning July 1, 2001.

Q&A (Internet training) will be offered free to members as will the materials gathered in the Training Materials Center (both physical & virtual). For all other trainings, members will be asked to contribute a fee and/or workshops will be co-sponsored with other Bay Area information providers (such as Baynet, or SLA chapters)

# LIBRARY OF CALIFORNIA NETWORK PLAN OF SERVICE

Regional Library Network: GOLDEN GATEWAY LIBRARY NETWORK

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Program:

## 18846. INFORMATION & REFERRALS

(a) Each regional library network shall provide information and referrals to answer requests that are beyond the capacity or capability of its members by accessing the resources and expertise of other libraries, improving general reference service in participating libraries, and improving reference service to respond to the needs of the underserved populations in the region.

Describe in narrative form how the Regional Library Network will implement section 18846, including the following elements (use as many pages as necessary):

### 1. Program Description

- LRP: Create Virtual Reference Center for effective reference**
- LRP: Develop Regional Resource Libraries and unique Information Providers**
- LRP: Create I&R service in cooperation with community organizations**
- LRP: Develop coordinated resource development for effective I&R**

### 2. Service Standard(s)/Measures

Expand Q&A Café (the GGLN mediated Internet reference service) to participating member libraries. The goal will be to have at least 200 librarians participating in reference referral by the end of the fiscal year, providing direct internet services to participating library clients.

Staff (contract staff from PLS & Members)

- Hire part-time coordinator (matching funds from PLS): \$30,000
- Hire part-time ref. Librarians (to fill night/weekend gaps): \$90,000

Operations

- Increase user licenses from three to six users: \$18,000
- Provide DSL lines for at-home stringers: \$ 2,000

Materials

- Provide core ref. tools \$32,500

Expand Internet reference training (see Training).

Expand Marketing of Q&A to all libraries in region (see Public Relations).

Establish the Regional Resource Libraries Clearinghouse Committee.

Develop a plan for Resource Library sharing of resources or expertise.

Provide special licensing, shared bibl. Records, assessment tools.

## LIBRARY OF CALIFORNIA NETWORK PLAN OF SERVICE

Regional Library Network: GOLDEN GATEWAY LIBRARY NETWORK

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Develop a plan for coordinated Resource Development among member libraries, both electronically and through collection development.

### 3. Evaluation

Patrons are asked to evaluate the service after each reference session.

Librarians will be involved in the evaluation of the service throughout its development.

### 4. Information & Referrals Budget:

Category	Regional LoC	Other: State LoC	Other: Members
1. Personnel	\$ 120,000		\$420,000
2. Operations	\$ 20,000		25,000
3. Materials			
Basic/core ref (all members)	\$ 32,500		
E-books			\$140,000
DBs		\$ 100,000	\$100,000
4. Equipment > \$5,000			
6. Total	\$ 172,500	\$ 100,000	\$685,000

Other:

#### **Personnel:**

Members participating in Q&A café:

160 librarians @ 2hrs/wk to answer Q&A questions from members/users  
(\$390,000)

PLS: matching funds for FT coordinator: \$30,000

#### **Operations:**

Non-members & non-participating members able to purchase "after hour" Q&A services (\$25,000)

#### **Materials:**

The success of the initial year of the e-book consortium (\$149,500) should lead to a similar phase II program in 2001-02. (est.: \$140,000) Only core reference materials available to all GGLN members will be purchased with GGLN funds. Members have also expressed an interest in coordinated licensing. We suggest the State match member funds (\$100,00) with matching State funds.

### 5. Describe whether this budget supports services and funding for all additional members and participating libraries that the region is submitting for approval at the Board's April meeting for membership beginning July 1, 2001.

This budget will support the libraries and librarians participating the prototype development of this mediated Internet reference service. All others will be required to pay for use of the service either as an after-hours service or back up to their traditional in-house reference service.

## LIBRARY OF CALIFORNIA NETWORK PLAN OF SERVICE

Regional Library Network: GOLDEN GATEWAY LIBRARY NETWORK

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Funds are not sufficient to meet member expectation for subsidized electronic databases. At least \$100,000 should be made available to provide matching funds for cooperative testing and licensing of databases specifically useful to each group of members: Special, Academic, School & Public.

7. **(Optional) Estimate the total amount of LoC funds needed to completely implement this service component to all regional members as of July 1, 2001.**

The core electronic resources will be available to all members. Participation in the virtual reference service will be dependent upon member willingness to share expertise, as required in the LoC law.

# LIBRARY OF CALIFORNIA NETWORK PLAN OF SERVICE

Regional Library Network: GOLDEN GATEWAY LIBRARY NETWORK

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Program element:

## **18847. PUBLIC AWARENESS**

Each regional library network shall augment the public awareness programs of its members by providing public relations packages to them for customization and dissemination.

Describe in narrative form how the Regional Library Network will implement section 18847, including the following elements (use as many pages as necessary):

### **1. Program Description:**

**LRP: Create a public awareness of the services provided by the GGLN/LoC**

**LRP: Create a marketing plan for all direct services provided to members**

**LRP: Assure the success of each program finding the appropriate audience**

Public Relations consultants, graphic artists will be hired to produce various public relations materials to introduce GGLN services to members & potential members and the general public.

### **2. Service Delivery Standard(s)/Measures**

Create a toolkit for member to assist them in creating their own PR audit

Expand media database (begun by BALIS Public Information Committee) to encompass entire GGLN area

Participate in Statewide Check It Out Program

Coordinate GGLN member participation in National Library Week campaign

Expand and distribute Bay Area author list

Provide marketing materials for Q&A café for each new market (member area)

Provide marketing materials for Ebook program (phase II)

Budget:

PR: consultancy services      \$20,000

Printing of materials      \$10,000

### **4. Evaluation:**

Members will be asked to evaluate the effectiveness of the various tools and materials provide them.

## LIBRARY OF CALIFORNIA NETWORK PLAN OF SERVICE

Regional Library Network: GOLDEN GATEWAY LIBRARY NETWORK

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### 5. Public Awareness

Budget, using the following categories:

Category	Regional LoC	Other: State LoC \$	Other: Members
1. Personnel			
2. Operations	\$30,000		\$ 5,000
3. Materials			
4. Equipment > \$5,000			
6. Total	\$30,000		\$ 5,000

(Note: some members have requested that GGLN provide only the camera-ready computer files of PR materials so that the member might customize and self-produce public relation materials. We have conservatively estimated the value of member-produced GGLN materials at \$5,000)

5. Describe whether this budget supports services and funding for all additional members and participating libraries that the region is submitting for approval at the Board's April meeting for membership beginning July 1, 2001.

The Public Relations campaign will support all GGLN members



## LIBRARY OF CALIFORNIA NETWORK PLAN OF SERVICE

Regional Library Network: GOLDEN GATEWAY LIBRARY NETWORK**CONSOLIDATED BUDGET**

Category	LoC	Other State LoC	Other Members	Total Cost
1. Personnel				
Administration (Board/Committees)	-0-		\$ 9,000	\$ 9,000
Info & Referral	120,000		\$ 420,000	\$ 540,000
2. Operations				
Admin/Program Mgmt	180,500		\$ 152,000	\$ 332,500
Comm/Telecomm	212,000	\$350,000	\$ 3,000	\$ 565,000
Delivery	51,410	\$100,000	\$ 268,000	\$ 419,410
Training	25,000		12,500	\$ 37,500
Info & Referral	20,000		\$ 25,000	\$ 45,000
Public Awareness	30,000		\$ 5,000	\$ 35,000
3. Materials	32,500	\$100,000	\$ 240,000	\$372,500
4. Equipment > \$5,000	-0-	-0-	-0-	-0-
6. Total	<b>671,410</b>	<b>\$550,000</b>	<b>1,134,500</b>	<b>\$2,355,910</b>
	28.5%	23.3%	48.2%	100%

**ANTICIPATED MEMBERSHIP 2002/03**

LIBRARY TYPE	April '01	April '02
<b>Academic Library Members</b>	<b>49</b>	<b>55</b>
Participating libraries	60	70
<b>Public Library Members</b>	<b>46</b>	<b>46</b>
Participating libraries	239	239
<b>School District/Independent Members</b>	<b>34</b>	<b>50</b>
Participating libraries	82	100
<b>Special Libraries Members</b>	<b>25</b>	<b>50</b>
Participating libraries	27	55
<b>Total Member Libraries</b>	<b>145</b>	<b>201</b>
<b>Total Participating Libraries</b>	<b>408</b>	<b>464</b>

## LIBRARY OF CALIFORNIA NETWORK PLAN OF SERVICE

Regional Library Network: GOLDEN GATEWAY LIBRARY NETWORK

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### RESOURCE SHARING SUPPORT:

The following budgeted funds can be considered as related "to reimburse libraries to share their materials with each other":

Administration:	66%	\$ 60,000
Telecommunications/Communication:	100%	\$212,000
Regional Delivery	100%	\$ 52,650
Training & Education	50%	\$ 12,500
Information and Referral	100%	\$ 172,500
Public Awareness:	50%	\$ 15,000
<b>Total for Resource sharing support</b>	<b>78%</b>	<b>\$ 524,650</b>